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everything you always wanted to know about grantsmanship*

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A Guide to Funding in Hamilton and District
October, 1973

* but were afraid to ask !

THE SOCIAL PLANNING and RESEARCH COUNCIL of Hamilton and District

153½ KING STREET EAST HAMILTON, ONTARIO TELEPHONE 522-1148

INTRODUCTION

The purpose of this publication is to provide information to individuals and groups in Hamilton and District regarding financial and other assistance for programs that they wish to initiate or continue. Because of the recent outpouring of materials in this area, and because of the frequent changes in programs and policies of all granting sources, including federal, provincial, and municipal governments, as well as companies, agencies, service clubs, and churches, we do not attempt to provide a detailed analysis of funding sources. Rather, we hit some of the highlights in grantsmanship and recommend appropriate publications that already exist.

Those seeking funding are faced with a rather sizeable task of locating appropriate funding sources from among service clubs, foundations, charitable organizations, corporations, and departments at the three levels of government. The publications discussed here should make the choice easier.

Groups should also consider other kinds of help, however. Often they may be able to receive assistance from existing agencies or organizations for office help or facilities. A group may want to consult an agency in working out a project and preparing an application. Agencies that may be of help locally include the Social Planning and Research Council, the Central Information Service, Victoria Park & Northwest Community Organization, the Citizenship Branch of the Federal Department of the Secretary of State, the Provincial Citizenship Branch of the Ministry

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of Community and Social Services, and the Community Development Branch of that Ministry, with its office in St. Catharines.

In this publication, we begin with a discussion of planning the project, the format for applications, and how to prepare a budget. The next section deals with service clubs, churches, social agencies, and foundations as funding sources. The publication ends with a brief annotated bibliography and two appendices.

This booklet is the first of its kind for the Social Planning and Research Council, and for that reason we would appreciate any thoughts that those using it have about ways in which it might be made more helpful.

HOW TO ORGANIZE YOUR EFFORT

There are several things that you need to do in getting funding for a project. You need a project proposal and a budget. You need to consider whether or not you wish to incorporate and whether you should register as a charitable organization under the Canada Income Tax Act.

Basically, you should crystallize your goals, objectives and procedures (that is, the way you intend to proceed with the task); match your objectives with those of potential funding sources; spell out similarities in objectives and procedures; and what the funding source may have to gain by funding your project. By working out your project in this way, you become aware of possible questions that may be asked about your project by the funding sources.

Your Brief:

Your brief is only one of many being considered by the funding body. Present your brief in a form in which it can be read and understood quickly and accurately.

Preparation:

Each funding body has its own criteria for allocating money for projects. The interpretation of these criteria changes from time to time. Awareness of the criteria and of the interpretation currently applied to the criteria by the funding body is important before working up the grant proposal.

Check with the contact person for the funding source you are approaching to obtain details on this matter. You can make different applications to different sources, altering your applications to meet the different criteria of the different sources.

HOW TO ORGANIZE YOUR SEARCH

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Structure:

Break your proposal down into its component parts. Appendix I gives you a rough outline of one such breakdown. Other breakdowns may be more suitable to your particular needs. If there are several elements under a particular component in the breakdown, subdivide the component into these elements.

In writing the statement of the problem and other points in narrative form, keep the sentences and paragraphs short and concise. If you must elaborate, use an appendix or supporting documents. Include the essentials in the body of the brief, with supporting information in the appendices or supporting documents. Diagrams and charts may help to make the brief more understandable. List past accomplishments if your project has been in existence for a while. Use a table of contents to list the elements of your brief.

Budget:

Include the budget as an appendix, unless there is a form from the funding source that places the budget elsewhere in the brief. Amounts budgeted for each category should be realistic. Budgeting on the high side will encourage wasteful spending, and the funding source may well question the amounts. Unrealistically low budget figures are dangerously self-defeating because it can leave you in a position in which you are unable to meet your task objectives. A sample budget appears as appendix II.

In making up a budget, it may be wise in order to demonstrate community support to estimate the value of in-kind contributions (e.g., use of a typewriter, office help, etc.) and include them in the budget, as a cost and as a contribution.

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In making up a budget, it may be wise in order to demonstrate community support to evaluate the value of donated resources (e.g., use of a typewriter, office help, etc.) and include them in the budget, as a cost and as a contribution.

Although many funding sources have deadline dates, it is wise to establish contact with a funding source as early as possible. The earlier the contact and the more consultation with them the better are your chances. It is also important to remember that some funding sources may have money left at the end of their fiscal year and may want to spend it rather quickly at that time.

Incorporation and Use of a Charitable Number:

Incorporation may be an advantage to your group. On the other hand, it may be expensive for a small project. Having a charitable number, given groups by the Department of National Revenue to indicate that donations are tax deductible, can be very helpful in seeking funds, but often the process may be too time-consuming. You may be able to convince some church or agency that already has a charitable number to receive earmarked donations, which would then be passed on to your group.

For discussion of these and other points, there are a number of publications you may consult before you apply for a grant. Among these are Briefly . . ., which may be obtained free from Project '73, 357 College Street, Toronto, phone 923-4639, and which is also available in the library of the Social Planning and Research Council of Hamilton and District, 153½ King Street East, Hamilton; and Resources for Community Groups, available free from the Ministry of Community and Social Services, Community Development Branch, 400 University Avenue, Toronto. Their phone number is 965-6621. (Apparently, the Community Development Branch intends to publish a new edition annually.) It is also for loan at the library of the Social Planning and Research Council, and so is Guide to Potential Sources of Assistance to

Citizen Groups. Memo from Turner's Misgivings may be examined in the library of the Social Planning Council of Metropolitan Toronto but not taken out. The SPRC of Hamilton and District has not been able to obtain a copy, and there is no copy available in the Hamilton Public Library or in the McMaster University Library. Further detail on these publications may be found in the bibliography on page 16.

SERVICE CLUBS AND CHURCHES

Service clubs and churches often are looking for a project. Generally speaking, they are interested in a project requiring only a relatively limited amount of funding. Service club projects are generally for amounts under $500, although occasionally, there might be more money for something if the treasury has been unmolested for a while. Service clubs tend to like activities related to children, especially recreational, and the provision of rather concrete kinds of things, like a television set or a set of monkey bars, etc. One local service club provided part of the funding for The Phone, a talk-down summer project for helping drug-abusing young people, but the amount was less than expected, and apparently there was uncertainty among some club members as to the desirability of grants to such "controversial" programs.

Service clubs include groups such as Lions, Kiwanis, Rotary, I.O.D.E., B'nai B'rith, etc. You can get the most recent list of such local organizations, their officers, and addresses from the Central Information Service, 42 James St. North, Suite 609, Hamilton. Their phone number is 528-0104.

Local church groups and churches are also potential sources of funds for projects. For example, Hamilton Presbytery of the United Church has provided money for such groups as Victoria Park & Northwest Community Organization and Hamilton Welfare Rights Organization. The most up-to-date list can be obtained from Central Information Service.

VOLUNTARY SOCIAL AGENCIES

Some social agencies develop special programs from time to time to meet new needs or to attempt to deal differently with needs previously recognized. If you have an idea for a new program, you may be able to "sell" it to an existing agency. Among agencies that have from time to time established "innovative" kinds of programs in the community are the Y.M.C.A. and the Family Service Agency.

Many agencies will be unable to provide funds for new programs, but they may be able to offer other kinds of help. Agencies may be able to help in drawing up a funding proposal or in suggesting places to seek funding for specific projects. Often, you may be able to get some clerical help from a social agency, or perhaps use of facilities.

In working on a specific project, you may want to consult the Social Planning and Research Council or Central Information Service or an agency closely related to your area of interest. The fullest listing of local social agencies is found in the Directory of Community Services, published annually by the Social Planning and Research Council of Hamilton and District, 153½ King Street East, Hamilton. The telephone number is 522-1148. This publication may be purchased for $3.00, or it may be examined free of charge at the office of the SPRC, and it is also available in the Public Library and in most social agencies. There are some copies that may be borrowed from the library of the SPRC.

Some national social agencies also have money to give for local projects. Agencies such as the Vanier Institute of the Family and national church social action bodies come to mind. Such agencies are

listed in Directory of Canadian Welfare Services, a biennial publication which may be purchased from the Canadian Council on Social Development, 55 Parkdale, Ottawa, phone 728-1865. It may also be examined at the offices of the Social Planning and Research Council of Hamilton and District.

The United Way collects and allocates funds to social agencies in the community, but generally speaking they insist that an agency be in existence for two years before a request for admission into the United Way is considered. The person to consult is the Director of Agency Relations, United Way, 220 Main St. West, Hamilton. The phone number is 527-4543.

FOUNDATIONS

A Canadian Directory to Foundations lists 300 foundations in Canada, as well as a number of U.S. and British foundations that make grants in Canada. Resources for Community Groups contains a short but good list.

A Canadian Directory to Foundations advises that:

> Applicants should be aware that few foundations award grants for regular operating expenses, for general fund drives, for annual charitable appeals or to meet budget deficits. Few foundations award grants to individuals and many, particularly in the United States, will not give to capital campaigns. Also, most foundations will give only to organizations with a charitable gift registration number from the Department of National Revenue.

Of particular interest to people in the Hamilton area are the Hamilton Foundation and the H.G. Bertram Foundation. The Bertram Foundation gives preference to organizations "in and around the town of Dundas". The Hamilton Foundation is receptive to applications from Hamilton and district for grants from a few hundred to a few thousand dollars. At times they attempt to promote applications. Among grants from the Foundation have been sums given Hamilton Wesley House and an amount to the Social Planning and Research Council toward publication of Community Services for Older People. For the address of these foundations, consult the Canadian Directory to Foundations or Resources for Community Groups. Both of these works are available at the library of the Social Planning and Research Council.

A Canadian Directory to Foundations may be purchased from the Association of Universities and Colleges of Canada, 151 Slater Street, Ottawa, for $7.50.

CORPORATIONS

Misgivings, produced by a Toronto group called Memo from Turner, is the most important description of corporate donations. Unfortunately, this work is not readily available in Hamilton, although the Social Planning and Research Council is attempting to obtain a copy for its library. Misgivings describes approaches to corporations as follows:

1) Make contact by mail only. Phone calls will merely elicit a request for information on paper.

2) Form letters are disregarded.

3) Presentation of the project should provide access to information which can be used by the corporation to verify the proposal, i.e., community support, endorsements, etc.

4) In the corporate chain of head offices, local branch offices, subsidiaries etc., there are often individual donations budgets. Check in your own area for information. A recommendation from a local manager often helps at the head office...

5) Indicate where other monies are being solicited. Some corporations use their competitors' involvement as a guideline.

6) Some corporations want to change giving policies and are sincere about it. They have never funded an innovative project because they don't know how. Be sensitive to this. If you're suffering from culture shock on the 46th floor, think about how the guy across the desk feels looking at you.

7) A donation to an organization registered as a charitable institution under the Canadian Income Tax Act is tax deductible. For this reason most corporate donations are directed to charitable organizations or to projects working under their auspices.

8) Money is not the only way corporations can help. They have incredible resources. Think about them in terms of skills and technology. Instead of money, there are managerial, business and accounting skills, products, time, advice, information, access, etc.

9) If possible feel out the situation before applying. Know who you are talking to. Find out what the company has been doing. Try to follow up the application with an informal meeting.

Misgivings provides information on the policies and approaches of various corporations in Canada. A much briefer discussion of corporation giving appears in Resources for Community Groups.

Misgivings can be examined in the library of the Social Planning Council of Metropolitan Toronto, 55 York Street, Toronto. Their phone number is 363-4971.

LOCAL GOVERNMENTS

Many agencies and other groups in Hamilton have in the past obtained funds from the City of Hamilton, often on an annual basis over a number of years. Grants have been given after a hearing before the Board of Control. In the County of Wentworth and in the Town of Burlington, grants have been arranged after recommendations of the Finance Committee.

With the regional governments of Hamilton-Wentworth and Halton, starting January 1, 1974, it is not yet clear what the procedures will be at the regional level. Nor is it clear if funding will still be possible from the City of Hamilton and the Town Burlington.

The amounts distributed annually by municipal government have been rather sizeable. Many of the grants by the City of Hamilton are in the thousands.

For more information, contact the Clerk of the Regional Municipalities of Hamilton-Wentworth, and Halton.

PROVINCIAL GOVERNMENT

The Government of Ontario has a number of grant-giving agencies, and the nature and amount of grants available from them change from time to time. As well, grant-giving agencies may be changed from Ministry to Ministry or may even disappear.

Many of the grants would come from some part of the Ministry of Community and Social Services. The most recent information in written form is available in Resources for Community Groups. If you wish to explore Government of Ontario grant possibilities, especially though not exclusively for money from the Ministry of Community and Social Services, you might well want to start with the local officer for the Citizenship Branch, 20 Hughson St. South, Suite 501, Hamilton, telephone 527-4553, and the branch officer for the Community Development Branch, Box 176, St. Catharines, phone 685-8423.

GOVERNMENT OF CANADA

The grants available from the federal government vary in nature, amount, and source from time to time. Currently, Opportunities for Youth is a program under the Department of the Secretary of State, Local Initiatives Program is under the Department of Manpower and Immigration, and New Horizons is under the Department of National Health and Welfare. It is known that some consideration is being given to combining these programs.

Other grant programs exist as well, and source material on these are included in A Canadian Directory to Foundations, Resources for Community Groups, and Department of the Secretary of State. Grants Programmes. December 1, 1972.

A good place to start is the office of the Canadian Citizenship Branch, Department of the Secretary of State, Suite 504, 150 Main Street West, Hamilton, phone 523-2355. This office should be aware of recent changes in policy and procedure in many cases, and people there may even know who has money to spend.

BIBLIOGRAPHY

Arlett, Allan. A Canadian Directory to Foundations. Ottawa: Association of Universities and Colleges of Canada, 1973, 3rd edition. $7.50.

The standard work. It also contains information about foundations in the United States and Great Britain and about Canadian Government Departments and granting agencies. Available in the library of the Social Planning and Research Council of Hamilton and District.

Canadian Council on Social Development. Directory of Canadian Welfare Services. Ottawa.
A biennial listing of Social Welfare Services. It may be examined in the office of the Social Planning and Research Council of Hamilton and District or purchased from the Canadian Council on Social Development.

Gov't of Canada. Department of the Secretary of State. Grants Programmes. Ottawa: December 1, 1972. Free.

Government of Ontario. Ministry of Community and Social Services. Community Development Branch. Community Services Division. Resources for Community Groups. Free.

The single best all-round work for the budding Hamilton grantsman. It contains information on voluntary agencies, foundations, corporations, and the three levels of government. It also contains information on budget preparation, applying for funds, incorporation, and registering as a charitable organization. Unfortunately the document does not include a publication date. Available in the library of the SPRC.

Memo from Turner. Misgivings. Toronto, 1973. $5.00.

The study on getting money from Canadian corporations. At this writing it is not in the library of the SPRC but is in the library of the Social Planning Council of Metropolitan Toronto. It is not available at McMaster University or the Hamilton Public Library.

Project '72. Briefly. . . No date. Free.
An excellent short statement on how to work up a project proposal and a budget. Available in the library of the SPRC. The title of the project advances with the calendar. It is currently Project '73, The Social Planning Council of Metropolitan Toronto is one of the cooperating groups in this coalition.

Social Planning and Research Council of Hamilton and District. Directory of Community Services. $3.00.

A directory produced annually. Also available on loan at the library of the SPRC.

Social Planning Council of Metropolitan Toronto and Government of Ontario. Department of the Provincial Secretary and Citizenship. Community Development Section. Guide to Potential Sources of Assistance to Citizen Groups. September, 1970. Out of print.

Out of date and superceded by Resources for Community Groups. The final appendix on financial responsibility is still useful. Available from the library of the SPRC.

APPENDIX I

OUTLINE FOR PROJECT PROPOSALS SEEKING FUNDS

The following specifies the type of material required for an application for support of a programme from virtually any source, ranging from a local service club or provincial foundation to the Federal government.

1. TITLE
   Use agency or programme name.

2. STATEMENT OF PROBLEM
   Outline clearly and concisely the problem or problems which lead to the need for a demonstration project. Include statistical data if available.

3. THEORETICAL FRAMEWORK
   Outline your assumptions concerning the kind of activity you are proposing and the results you anticipate from the programme. It will be necessary to clearly establish how the proposed activity will differ from what is presently being done, and how it will have significance on a wider level.

4. SPECIFIC OBJECTIVES
   What are the particular goals you hope to accomplish through the proposed programme.

5. ADMINISTRATIVE PROCEDURES
   Who is responsible for programme and disbursement of funds? Include evidence of fiscal responsibility such as audited financial statements, evidence of professional expertise, incorporation, registration as a charitable organization, etc.

6. PROJECT DESCRIPTION
   (a) Size: geographic area to be served: any relevant demographic date, i.e. number of children per family in area.

   (b) Scope: will it be metro-wide or limited to a specific neighbourhood?

   (c) Duration: length of the project, hours of daily operation: rationale for these decisions.

   (d) Operational Setting: where will base of operations be?

   (e) Who will the programme involve and how?

   (f) Personnel: qualifications or special training to be required of staff or participants.

APPENDIX I (Cont'd)

(g) Service: how can present and additional resources be used in the project: describe any new methods, techniques or procedures being demonstrated and how these relate to existing programmes and resources.

7. EVALUATION
What methods are proposed to evaluate the project? Plans for following up project to determine its continuing effectiveness.

8. BIBLIOGRAPHY
Any literature relevant to your project.

9. BUDGET
When applying for funds it may be advisable to indicate possible sources of long-term financing and what has been done or is planned in this respect. Also state other monies you are anticipating.

APPENDIX II

ORGANIZATION "X"

Budget (Cash Basis)

Fiscal Year Ended December 31, 1973.

EXPENDITURES

	$	$
OPERATING		
Salaries and Professional Fees (Gross - includes Employee Benefits) - Schedule A		30,000
Utilities - Schedule B		1,000
Travel - Schedule C		500
Maintence - Schedule D		2,500
Expendible Items - Schedule E		6,500
Rent		3,600
Insurance, Interest, Exchange and Taxes		1,000
In-Service Training and Other Operating Expenses		1,500
		46,600
CAPITAL		
Furniture and Equipment	1,000	
Pickup Truck - ½ Ton (Used)	2,400	3,400
Total Expenditures		50,000

INCOME

Donations Solicited	1,600	
Rent	3,600	
Guest's Fees	8,000	
Proceeds from Sales of Novelties	1,800	
Grant - Municipality A	15,000	
Grant - Community Service Agency	12,000	42,000
Estimated Excess of Expenditures Over Income for Year		8,000
Total funds requested from this source		$ 8,000

SCHEDULE A		
J. Jones - Administrator and Manager	11,000	
B. Brown - Social Worker	7,000	
W. White - Houseman and Cook	6,000	
G. Green, M.D. - General Physician - on call	6,000	$30,000
SCHEDULE B		
Heat	500	
Water	100	
Electricity	200	
Telephone	200	$ 1,000

APPENDIX II (Cont'd)

	$	$
SCHEDULE C		
Travel Expenses	200	
Gas and Oil for Truck	300	$ 500
SCHEDULE D		
Janitorial Services	1,000	
Repairs to Roof	400	
Redecorating Rooms	1,100	$2,500
SCHEDULE E		
Food	5,200	
Cooking Utensils	500	
Office Supplies	600	
Cleaning Supplies	200	$6,500

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